



## Roles and Responsibilities Matrix

Status	Approved
Consultation with Executive Committee	16 <sup>th</sup> August 2016
Trustee Board Approval	29 <sup>th</sup> August 2016
Document Location	S:\Common\Governance\Roles and Responsibilities Matrix
<p>Related Policies:</p> <ul style="list-style-type: none"> <li>• Financial Policy and Procedures</li> <li>• Constitution, Schedules and Bye-laws</li> <li>• Health and Safety Policy</li> <li>• Equality and Diversity Policy</li> <li>• Performance Review Policy</li> <li>• Redundancy Policy</li> <li>• Data Protection Policy</li> <li>• Complaints Procedure</li> <li>• Data Sharing Agreement between GCU and GCU Students' Association</li> <li>• Financial Memorandum between GCU and GCU Students' Association</li> <li>• Risk Register</li> </ul>	

	Trustee Board	Student Voice	Full Time Officers	Chief Executive	Departments/Senior Managers	University
<b>Financial</b>						
<b>Annual Budget</b>	<p>Approval of annual budget, including commercial strategy.</p> <p>Approval of loans.</p>		<p>Contribute to development of the budget.</p> <p>Work with Chief Executive to lobby institution for Block Grant settlement.</p>	<p>Preparation of annual budget in line with strategic and political priorities.</p> <p>Prepare GCU Planning Round documentation demonstrating the impact the Students' Association makes for Block Grant award.</p> <p>Overall management of the budget in line with strategic plan.</p>	<p>Finance Manager to prepare data for compilation of budget.</p>	<p>GCU approves annual budget.</p> <p>Financial Memorandum between GCU and GCU Students' Association.</p>
<b>Financial Reporting</b>	<p>Quarterly review of financial performance.</p>		<p>Receives a copy of the Monthly Management Accounts.</p>	<p>Monitors performance and works with Senior Managers to address any areas of concern.</p> <p>Approves quarterly reforecasts and ensures resources are used efficiently and effectively to deliver strategic plan.</p>	<p>Finance Manager to prepare accounts in accordance with financial procedures.</p> <p>Finance Manager to monitor financial resources and inform senior managers of areas of concern.</p> <p>Finance Manager monitor performance and present management</p>	<p>GCU Financial Controller receives Monthly Management Accounts.</p>

					accounts to Board with appropriate recommendations.	
<b>Annual Accounts and Impact Report</b>	<p>Receive, review &amp; approve annual accounts, including Trustee Report and the current list of affiliations.</p> <p>Approves Impact Report.</p> <p>Determine accounting policies.</p> <p>Consider matters raised in management letter.</p>	List of affiliations is submitted for approval.	<p>Work with Chief Executive to draft Trustee Report and Impact Report.</p> <p>Present Audited Accounts to GCU Finance and General Purposes Committee.</p>	<p>Ensure timely preparation of annual accounts.</p> <p>Prepare Trustee Report within accounts.</p> <p>Draft Impact Report.</p>	<p>Finance Manager to prepare annual accounts, recommend accounting policies and any matters arising from the management letter to the Board.</p> <p>Finance Manager submits Annual Returns to OSCR.</p>	GCU Finance and General Purposes Committee approves Audited Accounts.
<b>Investments</b>	Approve Investment Strategy.			Chief Executive monitors investments through Monthly Management Accounts.	<p>Finance Manager to make recommendations to Board on investments.</p> <p>Finance Manager to keep appropriate information on investments and manage and transfer the funds.</p> <p>Finance Manager to monitor investments to ensure they remain</p>	

					in line with strategy.	
<b>Reserves</b>	Approves Reserves Policy			Chief Executive to make recommendations to Board on Reserves Policy.	Finance Manager makes recommendations to Chief Executive on Reserves Policy and monitors performance.	
<b>Financial Policy</b>	Approves Financial Policy.  Ensures clubs and societies funding meet Education Act requirements – “the procedure for allocating resources to groups or clubs should be fair and should be set down in writing and freely accessible to all students”.		Full Time Officers consulted on changes to Financial Policy in relation to student activities.	Chief Executive contributes to annual review of Financial Policy.	Finance Manager makes recommendations annually to Board on revisions to Financial Policy.  Finance Manager to ensure that Full Time Officers and Budget Holders understand and utilise the Financial Policy properly.	
<b>Appointment of External Auditors and Bankers</b>	Approves list of prospective companies that will be invited to tender as External Auditors and Bankers.  Approval of External Auditors and Bankers.  Trustee part of Tender Panel for			Chief Executive is part of Tender Panel for External Auditors and Bankers.	Finance Manager leads External Auditors and Banking Tender Process every 3 years as per the Financial Policy.  Finance Manager invites GCU Finance Office representative onto Tender Panels.	GCU approves External Auditors. GCU represented on External Audit Tender Panel.

	External Auditors and Bankers.				Finance Manager reports to Board on outcome of External Auditors and Banking Tender Process.	
<b>Human Resources</b>						
<b>Recruitment</b>	<p>Approves the Job Description and Person Specification of the Chief Executive.</p> <p>Recruitment of Chief Executive.</p> <p>Approves creation of new Senior Manager posts (AP5 or above).</p>		<p>On interview panel for salaried staff.</p> <p>Policy lead consulted on job description and person specification before post recruited.</p> <p>Consulted on changes to staff structure.</p>	<p>Overall responsibility for recruitment of staff within budget limits.</p> <p>Monitor staff costs as % of income.</p> <p>Approve all Job Descriptions and Person Specification.</p> <p>Decisions on recruitment of staff up to AP4.</p> <p>Issue employment contracts.</p>	<p>Senior Managers can approve recruitment of Student Staff within their budgets.</p> <p>Line Mangers can approve Time Sheets of Student Staff and manage payroll budget of Student Staff.</p> <p>Manage induction process.</p>	
<b>HR Strategy/Policies</b>	<p>Approve the HR Policies.</p> <p>Appeals within specific HR Policies.</p>			<p>Draft and make recommendations to Board on HR Policies.</p> <p>Overall responsibility for implementation of HR Policies.</p> <p>Liaise with legal advisers.</p>	<p>Managers have responsibility for the implementation of HR Policies.</p>	

				Ensures Staff Handbook regularly reviewed.		
<b>Redundancy/ Restructuring</b>	<p>Approval of Redundancy Policy.</p> <p>Approve termination of Senior Manager contracts.</p> <p>Receive notification of all termination of contracts.</p> <p>Proposals for strategic redundancies.</p>			<p>Make recommendations to Board on strategic changes to staffing structures.</p> <p>Manage overall staffing resource, including termination of contracts, within budget limits.</p>		
<b>Remuneration</b>	<p>Approval of annual pay award settlement and grading structure.</p> <p>Determine pay band of Chief Executive/ Senior Managers.</p> <p>Approves pension provider.</p>	Full Time Officer remuneration presented annually for information.		Make recommendations to the Board on annual pay award settlement (benchmarking against Higher Education and Local Government).	Finance Manager to implement annual pay award as approved by Board.	
<b>Performance Review</b>	<p>Ensure Performance Review of Chief Executive [<i>How conducted still to be determined</i>].</p> <p>Approve Performance Review System, including Competency</p>	Approve Full Time Officers objectives and Team Objectives.	Agree Team and Individual Full Time Officers objectives.	Implement Performance Review system for all staff.	Managers will conduct Performance Reviews for staff.	

	Framework.					
<b>Equality and Diversity</b>	Approval of Equality and Diversity Policy.  Champions of Equality and Diversity.	Champions of Equality and Diversity.	Champions of Equality and Diversity.	Champion of Equality and Diversity.  Ensures review of Equality and Diversity Policy.  Overall responsibility for implementation of Equality and Diversity Policy.	All staff have responsibility for the implementation of the Equality and Diversity Policy.	
<b>Strategy and Planning</b>						
<b>Strategic Planning</b>	Approve and where necessary amend the Strategic Plan.  Receive and scrutinise progress reports on performance and delivery of plan.	Consulted on Strategic Plan development.	Support Chief Executive in development of strategic plan.  Impact of plan communicated to members and University.  Ensure priorities of the Full Time Officers are within Departmental Plans.	Ensure all stakeholders; especially members are involved in Strategic Plan consultation.  Draft Strategic Plan for Board approval.  Quarterly progress report to Board on plan.  Ensure compliance of Departmental Plans within Strategic Plan.  Impact of plan communicated to membership and University.	Senior Managers to create Departmental Plans in line with Strategic Plan.  Managers to ensure that staff work towards objectives (in line with Strategic Plan).  Staff have a responsibility for delivery of plan.	

<p><b>Mission, Vision and Values</b></p>	<p>Approve the Mission, Vision and Values of the Students' Association</p>	<p>Consulted on any changes to Mission, Vision and Values.</p>	<p>Work with Chief Executive to draft changes to Mission, Vision and Values.</p> <p>Champion Mission, Vision and Values to members.</p>	<p>Draft recommendations for change to Mission, Vision and Values to Board.</p> <p>Ensure work of Students' Association adheres to Mission, Vision and Values</p>	<p>Managers have a responsibility to ensure that staff adhere to Mission, Vision and Values.</p> <p>Staff have a responsibility to work within Mission, Vision and Values.</p>	
<p><b>Risk Management</b></p>	<p>Annually approve Risk Register and quarterly review changes to risks.</p> <p>Scrutinise all Board papers in terms of organisational risk.</p> <p>Approve Business Continuity Plan.</p>			<p>Maintain Risk Register and ensure it is put before the Board at each meeting.</p> <p>Manage Business Continuity Plan.</p>	<p>Identify and articulate organisational risk as part of Board Cover Sheets.</p> <p>Managers should identify and ensure processes are in place that minimise risk faced by the Association on an ongoing basis.</p>	<p>GCU receives copy of Risk Register annually.</p>
<p><b>Health and Safety</b></p>	<p>Approve Health and Safety Policy.</p> <p>Receive and scrutinise annual Board report on Health and Safety.</p> <p>Health and Safety Committee meets six times a year to monitor health and safety incidents.</p>		<p>Full Time Officer Chairs Health and Safety Committee.</p> <p>Student President attends Health and Safety Committee.</p>	<p>Overall responsibility for Health and Safety, ensuring legislation is met.</p> <p>Ensure annual review of Health and Safety Policy.</p> <p>Write an annual Health and Safety report for the Board.</p>	<p>Managers are responsible for the health and safety of staff, members and visitors for activities and equipment within their department.</p> <p>Senior Managers to liaise with Chief Executive to ensure adequate insurance coverage for all</p>	



	Trustee on Health and Safety Committee.			Responsible that sufficient insurance is in place.	activities.	
<b>Building Management</b>	Approve any new location (base) for Students' Association.  Approves significant changes to premises.		Build relationships with University Executive Board and Facilities Management Team to ensure students are at the heart of University planning.  Consulted on significant changes to premises.	Operational management of Students' Association premises.  Propose significant change to premises to Board.	Manage relationship with GCU Facilities Management Team to ensure Students' Association is at the heart of decisions.	Licence Agreement in place between GCU and GCU Students' Association.
<b>Data Protection</b>	Approve Data Protection Policy.			Overall responsibility for Data Protection, ensuring legislation is met.	Managers and staff will be aware of the requirements of the Data Protection Act when they collect or handle data about an individual and will not disclose data to third parties except where there is subject consent, or legal requirement.	Data Sharing Agreement in place between GCU and GCU Students' Association.
<b>Complaints Procedure</b>	Approve Complaints Procedure.  Receive and scrutinise annual Board report on Formal Complaints.		Full Time Officer involved in hearing of outcome of Formal Complaints Investigation.	Produces annual report to Board on Formal Complaints.	Acts as Complaints Investigator for Formal Complaints.	Approves Students' Association Complaints Procedure.
<b>Staff, Volunteer and</b>	Receive reports on		Promote volunteer	Ensure annual	Promote staff,	

<b>Member Satisfaction</b>	staff, volunteer and member satisfaction.		and member satisfaction surveys.	member satisfaction survey and biennial staff and volunteer satisfaction surveys.  Produce reports to Board on satisfaction surveys.	volunteer and member satisfaction surveys.	
<b>Governance and Democracy</b>						
<b>Constitution (Schedules and Bye-Laws)</b>	Approve changes to the Constitution, including Schedules.	Approve changes to the Constitution, Schedules and Bye-Laws.	Make recommendations and are consulted on proposed changes to the Constitution, Schedules and Bye-Laws.  Lead on changes to Constitution, Schedules and Bye-Laws at Student Voice and University Court.	Work with staff and Full Time Officers to draft changes to Constitution, Schedules and Bye-Laws.  Liaise with OSCR on any constitutional changes.		University Court required to approve changes to Constitution and Schedules.  Review of Students' Association Governance Documentation at least every 5 years (Quinquennial Review).
<b>Board Performance</b>	Receive and discuss annual Board Performance report and establish any areas for improvement.  Power to remove Trustee.			Facilitate annual Board Performance Review with Chair and Vice Chair and report findings to Board.  Ensure Trustee Board Induction and Training takes place.		
<b>Trustee Recruitment</b>	Appointments Committee interviews Student and External			Responsible for promotion of Student and External Trustee		

	<p>Trustees and appoints to Board to meet skills and knowledge the Board requires.</p> <p>Board approves Trustee, Chair and Vice Chair remits.</p> <p>Receives annually Register of Interests.</p> <p>External Trustees mentor new Student and Officer Trustees.</p> <p>Appoints Vice Chair and trustees to Health and Safety and Appointments Committee.</p>			<p>vacancies.</p> <p>Supporting the Appointments Committee.</p> <p>Basic Disclosure Checks for Trustees and completion of Charity Trustee Declaration Forms.</p> <p>Compiles and maintains Register of Interests.</p>		
<b>Elections</b>	<p>Ensure elections meet Education Act requirements - "elections are fairly and properly conducted"</p>	<p>Approve Election Rules and Election Timetable for Full Time Officer elections.</p>	<p>Support the promotion of elections.</p>	<p>Ensure the effective planning and delivery of elections in accordance with the Constitution, Schedule and Bye-laws and Election Rules.</p>	<p>Nominated staff leading the planning of the election.</p> <p>All staff support the delivery of the elections.</p>	<p>Ensure elections meet Education Act requirements.</p>
<b>Student Voice and its Sub Committees (Representation)</b>	<p>Receive reports from Student Voice and Full Time Officers on significant campaign and policy issues that</p>	<p>Receives reports from Officer Bearers and holds Officers to account.</p>	<p>Take lead on engaging membership in the democratic functions and decision making processes of the</p>	<p>Advise Full Time Officers on impact of campaign and policy issues and on legal issues.</p>	<p>Service and facilitate meetings as required, ensuring Officers have necessary support to deliver them</p>	

	<p>may impact on organisation and its work on the student experience.</p> <p>No direct role in representing student views but will act as an ambassador of the Students' Association.</p>	<p>Approves policy on student experience.</p> <p>Approves changes to Bye-Laws.</p>	<p>Students' Association.</p> <p>Represents students to improve the student experience at GCU.</p> <p>Write reports to Student Voice, Executive Committee and Trustee Board.</p> <p>Ensures current Student Voice policy is adhered to.</p>	<p>Report to Board on outcomes of Student Voice.</p>	<p>effectively.</p> <p>Representation and Advice Manager ensures staff awareness of current Student Voice policy.</p>	
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